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States Department of State

# A Guide to Doing Business With the Department of State

May 1986



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Bureau of Management  
Office of Small and Disadvantage Business Utilization

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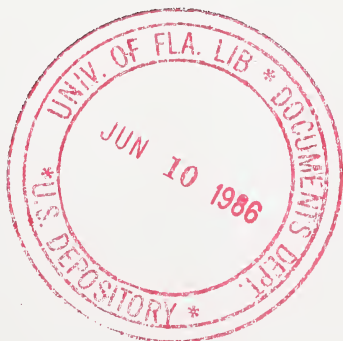


## INTRODUCTION

*A Guide to Doing Business With the Department of State* is designed to familiarize small, minority and female-owned businesses with the Department's procurement program. The *Guide* is intended to assist those small, minority and female-owned firms seeking to do business with the Department in identifying procurement opportunities within the Department.

The *Guide* is issued by the Office of Small and Disadvantaged Business Utilization (M/SDBU), located in Rosslyn, Virginia, in State Annex 6, 1701 North Fort Myer Drive, Room 212. The office is responsible for implementation of the Department of State's activities on behalf of small and disadvantaged businesses and female-owned businesses in accordance with Public Law 95-507 and Executive Order 12138.


The *Guide* is divided into four sections. Section A (1) summarizes the Department's procurement program, (2) describes the Department's acquisition under the security supplemental, (3) describes the External Research Program managed by the Office of Long Range Assessments and Research, and (4) lists user-office contacts under the various categories of products and services for which the Department of State contracts. Section B contains (1) a briefing memorandum to small, disadvantaged and female business owners concerning the Department's Small, Disadvantaged and Female Business Program, (2) a Vendor Survey Form which is used by the Department as a bidder's mailing list application and (3) a listing of all Federal Offices of Small and Disadvantaged Business Utilization (OSDBU). Section C lists subcontracting opportunities available through the Department's larger prime contractors. Section D lists contacts for trade and investment-related issues.





## **Section A**

- **Procurement Program Profile**
- **Acquisition under the Department of State Security Supplemental Appropriation**
- **Office of Long Range Assessments and Research**
- **User-Office Contacts**



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## **Procurement Program Profile**

The Department of State is actively seeking qualified small businesses, minority-owned businesses and female-owned businesses for participation in contract work generated in the course of its day-to-day operations.

The mission of the Department of State, the making and conduct of foreign policy, does not require a large procurement support program. This is primarily due to the intangible nature of the mission, which does not generate the large support programs existing in many Federal agencies. As a result, the domestic procurement pattern (\$270,000 million in FY 1985) is chiefly of a general housekeeping nature with some international orientation.

The contract spectrum of this procurement pattern breaks down generally as follows:

### **1. *Research and Development***

(a) The Department conducts a small ongoing research program (approximately \$600,000 annually) that is primarily in international economic and political research.

(b) The Department pursues an intermittent physical security research and development program devoted generally to improving resistance to terrorist attacks on diplomatic installations and personnel.

### **2. *Supply and Equipment***

(a) An annual requirement for a comparatively large (approximately \$5 million annually) household furnishings requirement offers subcontracting possibilities by the prime contractor (see Section C).

(b) Substantial requirements for communications equipment, usually modified commercially, exist for the Department's worldwide communications network. Very often these must be consolidated with maintenance requirements, which sometimes make them unsuitable for small business capabilities.

(c) Physical security equipment, commercially available, in quantities suitable for small business contracts, is required on a continuing basis.

(d) Computer hardware, mainframe and peripheral, and software requirements, for usual administrative and statistical purposes, partially networked worldwide, comprise a relatively large ongoing requirement. The software and programming portions are particularly suitable to small business participation.

### **3. *Services***

(a) A substantial continuing requirement, which is suitable for small business contract participation, exists for communication equipment maintenance services.

(b) Household goods packing and storage requirements, which are multiply awarded in excess of \$2 million annually, provide an excellent opportunity for small business participation.



(c) An annual requirement of approximately \$750,000 for general labor services is suitable for small business awards. Other service requirements such as messenger and clerical are available.

(d) Numerous types of management requirements generate contracts in personnel, financial and other administrative areas. These are often suitable for small business (inclusive of individuals) participation. A \$500,000 annual worldwide local wage survey, currently multiply awarded, is an example.

An exception to the non-program nature of the Department's procurement pattern, as described above, is that associated with the International Narcotics Control Program. A substantial portion of the budget for this program is devoted to procurement related to narcotics detection, interdiction, crop substitution and demand reduction. The foreign detection and interdiction efforts are largely oriented toward aircraft and communications maintenance contracts which, because of their size and the necessarily close relationship with the foreign government involved, do not always lend themselves to small business participation.

All of the procurement activities described above are conducted by the centralized procurement division in the Department, located 1701 North Fort Myer Drive, Rosslyn, Virginia. Additionally, however, a number of decentralized, specialized procurement activities exist. These are described below:

1. *Foreign Buildings Office*

(a) Substantial architectural and engineering contract requirements exist related to the construction and rehabilitation of diplomatic buildings and installations in foreign countries.

(b) Numerous supply contracts, chiefly for hardware and fixtures to be furnished to construction contractors on foreign sites as government furnished equipment, are suitable for small business participation.

2. *Foreign Service Institute*

(a) The major focus of this procurement is upon individual guest lecturers, primarily in the political, economic and foreign area fields.

(b) Book and publication procurement is primarily directly from publishers.

3. *Office of Overseas Schools*

Operates a small procurement program in support of American schools in foreign countries.

4. *Library*

Conducts a small book and publication procurement program, usually directly from publishers.

5. *Language Services Division*

Contracts with individual translators and interpreters.



6. *Office of Foreign Missions*

Limited engineering, building maintenance and renovation business opportunities exist related to the rehabilitation of certain foreign missions property within the United States in the custody of the Department of State. Firms interested in such contract opportunities should contact Mrs. Durie White, Office of Small and Disadvantaged Business Utilization, Department of State, SA-6, Room 210, Washington, D.C. 20520. Telephone (703) 235-9580.

## **Acquisition Under the Department of State Security Supplemental Appropriation**

In addition to the supplies and services which are part of the recurring acquisition pattern outlined above, the Department of State plans to purchase a variety of supplies and services under the security supplemental requested from Congress for fiscal year 1986 (the Department has requested a security supplemental appropriation of \$706.9 million for FY-86, of which \$454.5 million would be allotted to the Foreign Buildings Office for embassy design and construction. Congress approved a \$343,363,000 security supplemental for the Department in FY-85).

The acquisition pattern under the security supplemental is predominantly product oriented. Any firm which has a new or innovative product (R&D) which could be used to enhance security at a U.S. Embassy abroad may contact Richard Roberts at the following address:

Department of State  
A/SY/OPS/PSD  
SA-6, Room 804  
Washington, D.C. 20520

Other products such as bullet-proof glass, closed-circuit televisions, intrusion detection devices and the like are also part of the procurement pattern under the security supplemental. Firms wishing to market such products should contact Fred Brandt of the Department's Physical Security Division at the aforementioned address.

Questions of a general nature concerning acquisition under the security supplemental may be directed to Jim Minor, Security Liaison to the Office of Procurement. His address is:

Department of State  
A/OPR/STP  
P.O. Box 9244, Rosslyn Station  
Arlington, Va. 22209  
Telephone: (703) 235-1773

In the area of embassy design and construction, there are currently 23 projects planned. Limited contracting opportunities may exist for Government-furnished equipment (GFE) such as bills of material (BOMs) for post communication centers and for security materials. Interested firms should contact Oris Rives at the following address:

Department of State  
A/FBO  
SA-6, Room 411  
Washington, D.C. 20520  
Telephone: (703) 235-3092

Other building projects being planned are as follows:

Dhaka, Bangladesh (recently synopsized); Kuwait, Kuwait; Doha, Qatar (recently synopsized); Muscat, Oman; Manama, Bahrain; Tegucigalpa, Honduras; Djibouti, Djibouti; (expansion of existing facilities); and Amman, Jordan (will use "fast track" construction method).

Other building projects not specifically funded by the security supplemental are as follows:

- (1) Baghdad, Iraq
- (2) Riyadh, Saudi Arabia (staff housing is contemplated if Congress releases the funds).

Interested parties should contact Mr. LeRoy Wallin, Chief, FBO Acquisitions, at the aforementioned address or phone (703) 235-3094.

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It should be noted that the 1984 passage of the Percy Amendment to the Foreign Buildings Act provides for 10 percent subtraction from the offering price of U.S. construction firms in order to permit domestic construction firms to be competitive with foreign companies.

**U.S. Department of State  
Office of Long Range Assessments and Research**

**Questions and Answers**

**Q. What is the name of the Department of State's program (or programs) that is most relevant to funding research dealing with policy problems?**

A. The External Research Program. This program is managed by the Office of Long Range Assessments and Research (LAR) located in the Bureau of Intelligence and Research (INR) of the U.S. Department of State.

**Q. What kinds of policy research do your relevant programs fund?**

A. The program focuses on foreign policy problems broadly defined to encompass all regional and functional dimensions of foreign policy.

The program occasionally has supported methodological studies and studies on the policy process itself. This has been a minor part of the program.

**Q. What are the names and titles of your appropriate people for potential policy researchers to contact?**

A. E. Raymond Platig, Director, Office of Long Range Assessments and Research, (202) 647-1342.

Warren H. Reynolds, Chief, Division of Commissioned Research, (202) 647-1473.

**Q. What are your general eligibility criteria?**

A. There are no definitive eligibility criteria. Specifications for most funded projects are developed in-house, and the resultant "work statement" then becomes the basis for formal Requests for Proposals (RFPs). In some cases these research requirements are publicized through the Commerce Business Daily and all responding proposals are judged competitively according to their responsiveness to the RFP, the imagination displayed, the quality and experience of the proposers, the perceived utility to the Department, etc. Otherwise, contractor selection is the result of a careful screening process performed by Department officers and consultants to determine which researchers and/or organizations have the capability to perform the required studies, and from those we solicit proposals.

**Q. What procedural matters should applicants be aware of such as deadlines, forms, and lead time to allow from the time one applies to the time one is notified of approval or disapproval and an award is made?**

A. No formal application procedure exists. Unsolicited proposals may be submitted at any time in a form deemed appropriate by the proposer. The program's response time to unsolicited proposals varies greatly depending upon program priorities, the extent to which annual funds are already



committed, etc. Acknowledgment of all unsolicited proposals is made within a few weeks.

**Q. How large do your relevant contracts or grants tend to be in terms of duration and money, and approximately how many are granted per year?**

A. Research contracts vary greatly in size and duration, from \$500 to \$100,000 and from 1 week to 18 months. The annual program usually includes about 100 different projects.

**Q. What other general information relevant to your agency's program(s) of policy research would be helpful to private researchers?**

A. The LAR program is responsive to the demands of Department policy units. Its content, therefore, changes from year to year and often during the year to reflect the Department's perception of those problems, pressures, and issues on which private scholars and experts can make an essential contribution to the evolution of policy.

The LAR program is primarily one of contracts rather than grants. Grants are issued sparingly as an adjunct to the contract program and only on occasions when their use is more practicable than the contract in given instances—for example, when an ongoing private research project coincides with a Department office's established research objectives and it is determined that its completion through the award of a grant would prove mutually beneficial to the Department and to the state of the art.

Private researchers will want to be aware of the way in which the program distinguishes among three types of research. And it should be noted that the program supports very few projects that fall within the definition below of "basic research."

#### *Applied Research*

- a. *Policy Research*—the purpose of which is to identify and weigh policy options, and sometimes make policy recommendations.
- b. *Policy-Related Research*—the purpose of which is to examine situations, forces, factors and trends selected because they bear upon identifiable instances of future policy choice.

*Basic Research*—the purpose of which is to advance and order data, explanation and methods in fields of knowledge (social sciences and humanities, disciplinary or multi-disciplinary) selected because they are likely to illuminate matters that will figure in future but as yet unspecified policy choices.

Private researchers should also be aware that the program is of very modest proportions, with an annual budget of about \$600,000. Finally, it should be stressed that while unsolicited proposals are welcomed, those considered for funding must meet the central criterion of bearing directly and usefully on the Department's discernible and important policy choices.

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For further information contact:

Mr. Warren H. Reynolds  
Division of Commissioned Research  
Office of Long Range Assessments and Research (INR/LAR/CR)  
Room 6510, SA-1  
Department of State  
Washington, D.C. 20520  
Telephone: (202) 647-1473

**U.S. Department of State  
Washington, D.C. 20520  
User-Office Contacts**

**Architectural, Engineering and Design Services (Construction)**

Office of Foreign Buildings  
Room 302, SA-6

Mr. Richard N. Dertadian, Director (A)	235-9491
Mr. Jerome W. Morrison (E)	235-9510
Mr. William F. McCollough (D)	235-9511

**Audio-Visual Services and Products**

- a. Publishing Services Division  
Room 1754, N.S.

Ms. Rose Grover	647-1082
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- b. General Services Division  
Room B-258, N.S.

Ms. Joan Austin	647-1634
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- c. Foreign Service Institute (FSI/AV)  
Room C-1, SA-3

Mr. Joseph Sadote	235-8722
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- d. Bureau of Diplomatic Security (DS/E&T)  
Room 4201, SA-15

Mr. Mark Sanna	235-9461
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**Building Interior Furnishings (Foreign)**

Office of Foreign Buildings  
Room 412, SA-6

Ms. Susan R. McQueen	235-9440
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**Building Maintenance and General Services (Domestic)**

(Includes office machine and equipment maintenance and repair, labor services, local transportation services, etc.)

General Services Division  
Room 1439, N.S.

Mr. Francis R. Martus	647-3621
Mr. Jim Mitchell	647-3630



## **Building Materials/Supplies**

(Includes plumbing supplies, paint manufacturing, carpentry supplies, retrofit, industrial supplies and equipment, etc.)

### **Office of Foreign Buildings**

Mr. Fred Bunke 235-3993  
Room 612, SA-6

Mr. Oris Rives 235-3092  
Room 411, SA-6

## **Cartographic Services**

Office of the Geographer  
Room 8749, N.S.

Mrs. Sandra H. Shaw 647-1428

## **Catering Services**

Office of Protocol  
Room 1238, N.S.

Ms. Pamela Gardner 647-1735

## **Communication Equipment/Maintenance Services**

(Includes drafting, servicing communications equipment at U.S. Embassies, repair of UHF/VHF radio equipment, electronics training, etc.)

Office of Communications  
Room 212, SA-21

Mr. Stephen Shogi 557-2738  
Ext. 68

## **Computer Supplies and Accessories**

- a. Information Systems Office  
Room 1916, N.S.

Mr. Harold Niebel 647-6981

- b. Office of Procurement  
Room 528, SA-6

Mr. Simon Cannady 235-9533

## **Cooperative Commissaries and Recreation Associations**

Firms interested in selling wholesale grocery items (non-perishable) and recreational items to U.S. Embassies overseas should contact:

Mr. Ravi Sikand, Director  
Overseas Commissary and Recreational Associations  
Office of Supply, Transportation and Procurement  
Room 231, SA-6  
(703) 235-2516

(See page A-16 for a list of U.S. Foreign Service posts having commissaries and recreation associations.)

## **Data Processing/Data Entry/Software Services**

a. Information Systems Office  
Room 1916, N.S.

Mr. Ronald J. Ferris	647-2961
Mr. Karl Sanger	647-2692
Mr. Harold Niebel	647-6981
Mr. Yang Kim	647-7583
Mr. Philip V. Nichols	647-4208

b. Bureau of Consular Affairs  
Room 1813, N.S.

Mr. Michael Repasky	647-5730
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c. Office of Passport Services  
Room 458, SA-17

Mr. Stewart Bibbs, Jr.	523-4275
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d. Office of Information Technology Planning Staff  
Room 205, SA-20

Mr. Kenneth Erney	673-6394
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e. Foreign Service Institute  
Room 1017, SA-3

Mr. Benjamin Acton	235-1213
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f. Division of Operations  
Room 532, SA-6

Mr. Kevin Harnisch	235-3181
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## **Educational Materials/Supplies**

- a. Office of Overseas Schools  
Room 234, SA-6

Mr. Paul T. Luebke 235-1757

- b. Foreign Service Institute  
B-Level, SA-3

Mr. Closson Derrickson 235-8790

## **Electronic and Physical Security Services Equipment**

(Includes security engineering, technical security, counter-terrorism, audio countermeasures, personal protective equipment—firearms and ammunition, safety and escape mechanisms, special first-aid kits, etc.)

Bureau of Diplomatic Security  
Room 38A00, N.S.

Mr. Daniel Carlin 647-1536

Mr. Fred Brandt 235-8939

Mr. Peter Dorfled 557-3510

## **Engineering Services (Construction)**

Office of Foreign Buildings  
Room 302, SA-6

Mr. Jerome W. Morrison 235-9510

Mr. John Black 235-3681

Room 411, SA-6

## **Engineering Services (Non-Construction)**

- a. Bureau of Diplomatic Security (DS/SEL/LOG)  
SA-7

Mr. Peter Dorfled 557-3510

- b. Office of Communications  
Room 212, SA-21

Mr. Stephen J. Shogi 557-2738  
Ext. 68

## **Furnishings and Appliances, Office and Household\***

(Includes household and office furniture, floor coverings, draperies, awnings, etc.)

Office of Foreign Buildings  
Room 412, SA-6

Ms. Susan R. McQueen

235-9440

## **International Political and Economic Affairs and Social Science Research**

- a. Office of Long Range Assessments and Research  
Room 6510, SA-1

Dr. Warren H. Reynolds

647-1473

- b. Bureau of Oceans and International  
Environmental and Scientific Affairs  
Room 4325, N.S.

Mr. Jack W. Blanchard

647-2418

- c. Bureau of International Narcotics Matters  
Room 7336, N.S.

Mr. Tim Henderson

647-9004

Mr. John Stever, Contracting Officer  
Room 528, SA-6

235-9541

## **Labor Services**

General Service Division  
Room 1439, N.S.

Mr. Francis R. Martus

647-3621

## **Language/Translation Services**

Office of Language Services  
Room 2214, N.S.

Mr. Harry Obst

647-1528

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\*Subcontracting opportunities may also exist within major, competitively awarded contracts of approximately \$5 million per annum. Contact Ms. Lisa Million or Ms. Lanah Berryhill, 235-9541.

## **Library/Subscription Services**

The Library

Room 3239, N.S.

Ms. Doris Moseley

647-2053

Ms. Alpha Rose\*

647-2661

## **Machine and Equipment Maintenance/Repair**

### **a. General Services Division**

Room 1439, N.S.

Mr. Francis E. Lynn

647-2275

### **b. Office of Procurement**

Room 528, SA-6

Mr. Simon Cannady

235-9533

## **Medical Services/Supplies**

Medical Services

Room 2906, N.S.

Mr. Elmer R. Higgs

647-3616

Ms. Karen McGrath

647-3527

## **Mental Health Care/Services**

Family Liaison Office

Room 1216A, N.S.

Ms. Susan Parsons

647-1076

## **Microfilming/Micrographics**

Records Management Staff (FAIM/RM)

Room 1239, N.S.

Mr. Willie Gee, Jr.

647-0491

## **Publishing, Printing, Reproduction Equipment/Supplies and Editorial Services**

### **a. Publishing Services Division**

Room 1853, N.S.

Mr. Howard Gaidsick

647-2517

Mr. Theodore F. Mavritte

647-8662

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\*Manages Department's Commercial Library Program.

- b. Bureau of Public Affairs, Office of Public Communication  
Room 5819, N.S.  
Mr. Harold Heilsnis 647-1394

### **Safety and Rescue Equipment**

- a. Bureau of Diplomatic Security (DS/SEL/LOG)  
SA-7  
Mr. Peter Dorfled 557-3510
- b. Office of Foreign Buildings  
Room 302, SA-6  
Mr. Dennis Lundstedt 235-9489

### **Training\***

- a. Office of Foreign Service Career  
Development and Assignments  
Room 26A07, N.S.  
Mr. Thomas Hubbard 647-3308
- b. Office of Civil Service Career  
Development and Assignments  
Room 2421, N.S.  
Ms. Theresa A. Manly 647-0947
- c. Office of Equal Employment Opportunity  
and Civil Rights  
Room 3214, N.S.  
Mr. Robert Taylor 647-6061
- d. Foreign Service Institute  
Room 710, SA-3  
Mr. Gary D. Crawford (Language) 235-8770  
Dr. Jessie M. Colson (Clerical/Administrative) 235-9401  
Dr. Dwight R. Amback (Area Studies) 235-8839
- e. Office of Communications  
Room 2130, N.S.  
Mr. Paul Del Guidice 647-3641

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\*Training programs with government-wide application should, in most instances, be channeled through the Office of Personnel Management (OPM). Contact Mr. Edward Willett, OPM, 632-4286 for information.



f. Bureau of Diplomatic Security  
Room 4106, SA-15  
Mr. Mark Sanna 235-9461

**Transportation/Packing/Shipping/Storage (Household Effects)**

Office of Transportation  
Room 1047, N.S.  
Mr. Christopher G. Mayers 647-8783  
Mr. William H. Moran 235-9541

**Word/Data Processing Supplies and Accessories**

a. Information Systems Office  
Room 1916, N.S.  
Ms. Deborah Glassman 647-5005  
b. **Office of Procurement**  
Room 528, SA-6  
Mr. Simon Cannady 235-9533

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For further information contact:

Mr. Robert A. Cooper, Jr.  
Director, Office of Small and Disadvantaged  
Business Utilization  
Room 212, SA-6  
Telephone: 235-9579

or

Mrs. Durie White  
Assistant Director, Office of Small and  
Disadvantaged Business Utilization  
Room 210, SA-6  
Telephone: 235-9580

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Telephone area codes: (202) for numbers beginning with 647 and 632  
(703) for all others

## State Department Foreign Service Posts at Which U.S. Employees Operate Cooperative Commissaries and Recreation Associations

Location of Office	Type of Office
Abidjan, Ivory Coast	Embassy
Accra, Ghana	Embassy
Addis Ababa, Ethiopia	Embassy
Alexandria, Egypt	Consulate General
Algiers, Algeria	Embassy
Amman, Jordan	Embassy
Ankara, Turkey	Embassy
Antananarivo, Madagascar	Embassy
Asuncion, Paraguay	Embassy
Athens, Greece	Embassy
Bamako, Mali	Embassy
Bangkok, Thailand	Embassy
Banjul, The Gambia	Embassy
Beijing, China	Embassy
Beirut, Lebanon	Embassy
Belgrade, Yugoslavia	Embassy
Bogota, Colombia	Embassy
Bonn, Germany	Embassy
Brasilia, Brazil	Embassy
Brazzaville, People's Republic of Congo	Embassy
Bridgetown, Barbados	Embassy
Brussels, Belgium	Embassy
Bucharest, Romania	Embassy
Budapest, Hungary	Embassy
Buenos Aires, Argentina	Embassy
Bujumbura, Burundi	Embassy
Cairo, Egypt	Embassy
Canberra, Australia	Embassy
Cape Town, South Africa	Consulate General
Caracas, Venezuela	Embassy
Colombo, Sri Lanka	Embassy
Conakry, Guinea	Embassy
Copenhagen, Denmark	Embassy
Cotonou, Benin	Embassy
Dakar, Senegal	Embassy
Damascus, Syria	Embassy
Dar es Salaam, Tanzania	Embassy
Dhahran, Saudi Arabia	Consulate General
Dhaka, Bangladesh	Embassy
Dublin, Ireland	Embassy

Dusseldorf, Germany	Consulate General
Frankfurt, Germany	Consulate General
Freetown, Sierra Leone	Embassy
Gaborone, Botswana	Embassy
Geneva, Switzerland	Branch Office
Georgetown, Guyana	Embassy
Guadalajara, Mexico	Consulate General
Guangzhou, China	Consulate General
Guatemala, Guatemala	Embassy
Guayaquil, Ecuador	Consulate General
Helsinki, Finland	Embassy
Hong Kong, Hong Kong	Consulate General
Islamabad, Pakistan	Embassy
Istanbul, Turkey	Consulate General
Jakarta, Indonesia	Embassy
Jeddah, Saudi Arabia	Consulate General
Kabul, Afghanistan	Embassy
Karachi, Pakistan	Consulate General
Kathmandu, Nepal	Embassy
Khartoum, Sudan	Embassy
Kigali, Rwanda	Embassy
Kingston, Jamaica	Embassy
Kinshasa, Zaire	Embassy
Kuala Lumpur, Malaysia	Embassy
Kuwait, Kuwait	Embassy
La Paz, Bolivia	Embassy
Lagos, Nigeria	Embassy
Leningrad, USSR	Consulate General
Libreville, Gabon	Embassy
Lilongwe, Malawi	Embassy
Lima, Peru	Embassy
Lisbon, Portugal	Embassy
Lome, Togo	Embassy
London, England	Embassy
Lusaka, Zambia	Embassy
Madrid, Spain	Embassy
Managua, Nicaragua	Embassy
Manila, Philippines	Embassy
Mexico City, Mexico	Embassy
Mogadishu, Somalia	Embassy
Monrovia, Liberia	Embassy
Montevideo, Uruguay	Embassy
Moscow, USSR	Embassy
Munich, Germany	Consulate General
Muscat, Oman	Embassy

Nassau, Bahamas	Embassy
New Delhi, India	Embassy
Niamey, Niger	Embassy
Nouakchott, Mauritania	Embassy
Osaka-Kobe, Japan	Consulate General
Oslo, Norway	Embassy
Ottawa, Canada	Embassy
Ouagadougou, Burkina Faso	Embassy
Panama, Panama	Embassy
Paris, France	Embassy
Port-au-Prince, Haiti	Embassy
Port-of-Spain, Trinidad	Embassy
Prague, Czechoslovakia	Embassy
Pretoria, South Africa	Embassy
Quito, Ecuador	Embassy
Rabat, Morocco	Embassy
Rangoon, Burma	Embassy
Rio de Janeiro, Brazil	Consulate General
Rome, Italy	Embassy
San Jose, Costa Rica	Embassy
San Salvador, El Salvador	Embassy
Sanaa, Yemen	Embassy
Santiago, Chile	Embassy
Santo Domingo, Dominican Republic	Embassy
Sao Paulo, Brazil	Consulate General
Seoul, Korea	Embassy
Singapore, Singapore	Embassy
Sofia, Bulgaria	Embassy
Stockholm, Sweden	Embassy
Tangier, Morocco	Consulate General
Tegucigalpa, Honduras	Embassy
Tel Aviv, Israel	Embassy
Thessaloniki, Greece	Consulate General
Tokyo, Japan	Embassy
Toronto, Ontario, Canada	Consulate General
Tunis, Tunisia	Embassy
Vienna, Austria	Embassy
Vientiane, Laos	Embassy
Warsaw, Poland	Embassy
Yaounde, Cameroon	Embassy

## **Mailing Address Form**

**Administrative Officer  
(for Commissary Officer)  
American Embassy\*/Name of Post City  
Department of State  
Washington, D.C. 20520**

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**\*Or Consulate General or Consulate, as appropriate.**





## **Section B**

- **Memo to Small, Disadvantaged and Female Business Owners**
- **Vendor Survey Form**
- **Federal Offices of Small and Disadvantaged Business Utilization (OSDBU)**



## **Small, Disadvantaged and Female Business (SD&F) Owners**

The Department of State is steadily and substantially increasing participation by small and small disadvantaged businesses, female-owned businesses, and labor surplus area businesses in a broad spectrum of acquisitions through the expanded use of small, disadvantaged and female-owned business firms locally, nationally and internationally. These acquisitions range from recurring needs for goods or services to one-time needed procurements or research projects. Good results have been achieved principally through a daily intensive review of acquisitions and/or increased efforts by user offices to locate SD&F suppliers. Also, we have kept close liaison with local and regional offices of the Small Business Administration which have furnished names of suppliers of goods or services. In addition, we search our vendor file, using Product and Service (P&S) codes, to locate prospective suppliers. Using the foregoing methodology, the Department is gradually broadening its base of information on SD&F firms. More and more suppliers in the under \$2,500 acquisition category will be awarded to SD&F firms and, similarly, larger acquisitions should increase substantially.

For example, Washington, D.C., a labor surplus set-aside area, receives many requisitions for services ranging from transportation to software and maintenance of hardware, communications and building maintenance.

Beyond the District of Columbia, SD&F firms in various cities throughout the United States have participated in advertising, architectural and engineering design, computer software services, messenger vehicle maintenance and international affairs research.

In recent months the Department has extended SD&F firm participation in its acquisitions beyond the Continental United States, primarily in the drug abuse and narcotics control program. Administrative statistical research type acquisitions to be performed abroad will also be given to qualified small, disadvantaged and female-owned businesses.

Whenever a conference is held by the Department of State a variety of local facilities are utilized. These are: motel/hotel space, vehicle rentals, telephones, clerical help and advertising.

I invite all firms wishing to do business with the Department of State to compete with other suppliers by asking to be placed on our vendor/bidder's list. Please see attached application. If you do not have a Dun and Bradstreet number the Department will obtain one for your firm. Also, please list up to five (5) products and/or services offered by your firm.

When complete, please remit to:

Small/Minority Business Enterprise  
Coordinator  
M/SDBU, Room 212, SA-6  
Department of State  
Washington, D.C. 20520

If there are any questions, please call Mr. Robert A. Cooper, Jr. or Mrs. Durie N. White on (703) 235-9579. Thank you for your interest in being of service to the Department of State.

Sincerely,

Barbara Ann Garland  
Chief, Contracts Branch  
Procurement Division

Enclosure:

Vendor File Data Sheet

## Vendor Survey Form

Dun and Bradstreet Number (9 Digits) \_\_\_\_\_

Masterduns (State Dept. Use Only) \_\_\_\_\_

Company Name \_\_\_\_\_

Company Division \_\_\_\_\_

Street Address \_\_\_\_\_

Telephone Number (999-123-4567) \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Country \_\_\_\_\_

Company Contact \_\_\_\_\_

	Yes (Y)	No (N)
Educational Institution	_____	_____
Non-Profit Organization	_____	_____
Small Business	_____	_____
Minority-Owned Business	_____	_____
*Female-Owned Business	_____	_____
American-Indian-Owned Business	_____	_____
8(a) Certified Business	_____	_____
Date Firm Established (YYMMDD)	_____	_____

\*For Female-Owned business the number one is used to indicate an affirmative reply and the number two for a negative reply.

Product or service code(s) covering the types of goods or services provided.  
(Should this information not be available, please indicate below the type of goods or services provided by your firm.)

\_\_\_\_\_  
\_\_\_\_\_





# **Federal Offices of Small and Disadvantaged Business Utilization (OSDBU)**

## **Directory of Directors and Women in Business Representatives (WIBR)**

The following offices offer small businesses information and guidance on procurement procedures; how to be placed on a bidder's mailing list; and identification of both prime and subcontracting opportunities.

### **Departments**

Department of Agriculture  
14th & Independence Ave., S.W.  
Room 127-W  
Washington, D.C. 20520  
Telephone: (202) 447-7117  
Attn: Mr. Casey Mann  
Director, OSDBU

Department of Commerce  
14th & Constitution Ave., N.W.  
Room 5029A  
Washington, D.C. 20230  
Telephone: (202) 377-3387  
Attn: Mr. James Maruca  
Acting Director, OSDBU

Department of Defense  
The Pentagon—Room 2A330  
Washington, D.C. 20307  
Telephone: (202) 694-1151  
Attn: Mrs. Norma Leftwich  
Director, OSDBU

Department of the Air Force  
The Pentagon—Room 4C255  
Washington, D.C. 20330  
Telephone: (202) 697-4126  
Attn: Mr. Donald Rellins  
Director, OSDBU

### **Women in Business Representatives**

Ms. Belinda Ward  
(202) 447-7117

Ms. Brenda Black  
(202) 377-1472

Mr. Tim Foreman  
(202) 697-1688

Ms. Claudia L. Naugle  
Mr. Pat Heller  
(202) 697-5373

Department of the Army  
The Pentagon—Room 2A712  
Washington, D.C. 20301  
Telephone: (202) 697-7753  
Attn: Ms. Juanita Watts  
Director, OSDBU

Mr. Warren Brown  
(202) 697-2868

Department of the Navy  
Building 5 Crystal Plaza  
Room 604  
Washington, D.C. 20360  
Telephone: (202) 692-7122  
Attn: Mr. Robert Saldivar  
Director, OSDBU

Mr. Wayne Mills  
Ms. Lillian Newton  
Mr. Joseph Horvath

(202) 692-7122

Defense Logistics Agency  
Cameron Station  
Alexandria, VA. 22314  
Telephone: (703) 274-6471  
Attn: Mr. Raymond Dellas  
Director, OSDBU

Mr. Dan Gill  
(703) 274-6471

Department of Education  
400 Maryland Ave.  
Room 3021  
Washington, D.C. 20202  
Telephone: (202) 245-9582  
Attn: Mr. Daniel Levin  
Director, OSDBU

Department of Energy  
1000 Independence Ave., S.W.  
Room 1E061  
Washington, D.C. 20585  
Telephone: (202) 252-8201  
Attn: Mr. John Shepard  
Director, OSDBU

Department of Health and Human  
Services  
200 Independence Ave., S.W.  
Room 513D  
Washington, D.C. 20201  
Telephone: (202) 245-7300  
Attn: Mr. Richard Clinkscales  
Director, OSDBU

Department of Housing and Urban  
Development  
7th & D Streets, S.W.  
Room 10226  
Washington, D.C. 20410  
Telephone: (202) 755-1428  
Attn: Ms. Bernice Williams  
Director, OSDBU

Department of the Interior  
18th & C Streets, N.W.  
Room 2527  
Washington, D.C. 20240  
Telephone: (202) 343-8493  
Attn: Ms. Charlotte Spann  
Director, OSDBU

Department of Justice  
10th & Pennsylvania Ave., N.W.  
Washington, D.C. 20530  
Telephone: (202) 724-6271  
Attn: Mr. Enos Roberts  
Director, OSDBU

Department of Labor  
200 Constitution Ave., N.W.  
Room S-1004  
Washington, D.C. 20210  
Telephone: (202) 523-9148  
Attn: Mr. Walter Terry  
Director, OSDBU

Department of State  
(Mailing Address)  
Room 212, SA-6  
Washington, D.C. 20520  
Telephone: (703) 235-9579  
Attn: Mr. Robert A. Cooper  
Director, OSDBU

Department of Transportation  
400 - 7th Street, S.W.  
Washington, D.C. 20590  
Telephone: (202) 426-1930  
Attn: Mrs. Amparo B. Bouchey  
Director, OSDBU

Ms. Doris Sanford  
(202) 343-4907

Ms. Elinor Geary  
(202) 724-6271

Ms. Katherine Lee  
(202) 523-9151

Ms. Durie N. White  
(703) 235-9580

Ms. Claudia Speakes  
(202) 426-1902

Department of the Treasury  
15th & Pennsylvania Ave., N.W.  
Room 1306 Main Treasury  
Washington, D.C. 20220  
Telephone: (202) 566-9616  
Attn: Mr. D. Edward Wilson  
Director, OSD BU

Small Business Program  
Manager  
Department of the Treasury  
Room 1306  
15th & PA. Ave., N.W.  
Washington, D.C. 20220

The majority of Independent Agencies do not have designated Officers of Small Disadvantaged Business Utilization. Specific personnel as indicated assume such responsibilities.

### **Independent Agencies**

**ACTION**  
1735 I Street, N.W.  
Paramount Bldg. (Loc.)  
806 Connecticut Ave., N.W.  
(Mailing Address)  
Washington, D.C. 20525  
Telephone: (202) 634-9148  
Attn: Mr. Keith Sandridge, Chief  
Procurement Branch

Administrative Office of U.S.  
Courts  
719 - 13th St., N.W.  
5th Floor  
Washington, D.C. 20544  
Telephone: (202) 633-6239  
Attn: Mr. Paul R. Truell, Chief  
Procurement and Property  
Management Branch

**AID**  
(Mailing Address)  
Room 648, SA-14  
Washington, D.C. 20523  
Telephone: (703) 235-1720  
Attn: Mr. Joseph Bennett, Director  
Office of Business Relations

Ms. Jeanne Snowden  
Director of Office of  
Equal Opportunity  
(202) 254-3551

Mr. Scott Liddle  
(202) 633-6239

Ms. Betty Briscoe  
(703) 235-1840

Civil Aeronautics Board  
1825 Connecticut Ave., N.W.  
Washington, D.C. 20428  
Telephone: (202) 632-8244  
Attn: Mr. Columbus D. Jude, Sr.  
Director, Office of  
Administrative Support  
Operation

Commodity Futures Trading  
Commission  
2033 K Street, N.W.  
Washington, D.C. 20581  
Telephone: (202) 254-9524  
Attn: Mr. Edward Jon Guss  
Director  
Division of Management,  
Program and Evaluation  
and Mr. Joseph F. Mink,  
Director  
Administrative Services  
Division  
Telephone: (202) 254-9524

U.S. Consumer Product Safety  
Commission  
1111 - 18th Street, N.W.  
Washington, D.C. 20207  
Telephone: (202) 492-6621  
Attn: Mr. David Schmeltzer  
Director, Office of Compliance

Environmental Protection Agency  
1921 Jefferson Davis Highway  
Crystal Mall #2, Suite 1108  
Arlington, VA. 20460  
Telephone: (703) 557-7777  
Attn: Mr. John M. Ropes  
Director, OSDBU

**Ms. Margie Wilson**  
**(703) 557-7305**

Executive Office of the President  
Room 424  
Washington, D.C. 20500  
Telephone: (202) 395-3314  
Attn: Mr. Strat D. Valakis  
Director, Office of  
Management and Budget

**Mr. Russell Peyton**  
**(202) 395-3314**

Export-Import Bank  
811 Vermont Ave., N.W.  
Room 1031  
Washington, D.C. 20571  
Telephone: (202) 566-8951  
Attn: Ms. Helene H. Wall  
Director, OSDBU

Farm Credit Administration  
490 L'Enfant Plaza  
Suite 4000  
Washington, D.C. 20578  
Telephone: (202) 755-2133  
Attn: Mr. Donald E. Wilkinson  
Governor

Mr. Paul Redner  
(202) 755-4394

Federal Communications Commission  
1200 - 19th Street, N.W.  
Room 326  
Washington, D.C. 20033  
Telephone: (202) 634-1528  
Mailing Address:  
PO Box 33639  
Washington, D.C. 20033-0639  
Attn: Mr. D. Kent Goodger, Chief  
Procurement Division

FDIC  
550 - 17th Street, N.W.  
Washington, D.C. 20429  
Telephone: (202) 389-4791  
Attn: Mr. Andrew Freimuth  
Director, Facilities Operations

Federal Home Loan Bank Board  
1700 G Street, N.W.  
Washington, D.C. 20552  
Telephone: (202) 377-6245  
Attn: Mr. William Boyer  
Director, OSDBU

Federal Maritime Commission  
Washington, D.C. 20573  
Telephone: (202) 523-5911  
Attn: Mr. Ronald Murphy  
Director, Office of  
Management Services



**Federal Mediation & Conciliation  
Service**

2100 K Street, N.W.  
Washington, D.C. 20427  
Telephone: (202) 653-5310  
Attn: Dan Funkhouser  
Director, Administrative  
Services

**Federal Emergency Management  
Agency**

Federal Center Plaza  
500 C Street, S.W.  
Washington, D.C. 20472  
Telephone: (202) 287-3826  
Attn: Mr. Steve Goodman, Director  
Office of Acquisition, Management

**Board of Governors' Federal Reserve  
System Procurement Section**

20th and Constitution Ave., N.W.  
Washington, D.C. 20551  
Telephone: (202) 452-3296  
Attn: Mr. James Kimmel, Manager

**Federal Trade Commission**  
600 E Street, N.W., Suite 700  
Washington, D.C. 20580  
Telephone: (202) 523-5552  
Attn: Mr. Robert Walton  
Director, OSDBU

Mr. Hugh Wahl  
(202) 376-7916

**Foreign Claims Settlement  
Commission of the United States**

1111 - 20th Street, N.W.  
Washington, D.C. 20579  
Telephone: (202) 653-6159  
Attn: Mr. Raymond Bell, Chairman

**General Services Administration**  
18th and F Streets, N.W.  
Room 6013

Ms. Darlene Freear  
(202) 566-1021

Washington, D.C. 20405  
Telephone: (202) 566-1021  
Attn: Mr. John F. Wynn, Jr.  
Director, OSDBU

U.S. Information Agency  
1717 H Street, N.W.  
Room 613  
Washington, D.C. 20547  
Telephone: (202) 485-6058  
Attn: Ms. Susan Schnell  
Director, OSDBU

Ms. Joyce Washington  
(202) 653-5570

Interstate Commerce Commission  
12th and Constitution Ave., N.W.  
Room 2119  
Washington, D.C. 20423  
Telephone: (202) 275-7597  
Attn: Mr. Dan King  
Director, OSDBU

National Aeronautics and Space  
Administration  
FB-10B-Code K  
600 Independence Ave., S.W.  
Room 116  
Washington, D.C. 20546  
Telephone: (202) 453-2087  
Attn: Mr. Eugene Rosen  
Director, OSDBU

National Endowment for the Humanities  
1100 Pennsylvania Ave., N.W.  
Room 503  
Washington, D.C. 20506  
Telephone: (202) 786-0438  
Attn: Mr. Jeffrey Marshall  
Deputy Chairman for  
Management

National Labor Relations Board  
1717 Pennsylvania Ave., N.W.  
Washington, D.C. 20570  
Telephone: (202) 254-9200  
Attn: Mr. Ernest Russell  
Director, OSDBU

Mr. William Roberts  
(202) 633-0623

National Science Foundation  
1800 G Street, N.W.  
Washington, D.C. 20550  
Telephone: (202) 357-9666  
Attn: Mr. Donald Senich  
Director, OSDBU

Nuclear Regulatory Commission  
Room 7217 MNBB  
Washington, D.C. 20555  
Telephone: (202) 492-4665  
Attn: Mr. William B. Kerr  
Director, OSDBU

Office of Personnel Management  
1900 E Street, N.W.  
Room 1466  
Washington, D.C. 20415  
Telephone: (202) 632-5468  
Attn: Mr. Jerald D. Curry  
Chief, Acquisition Branch

Peace Corps  
806 Connecticut Ave., N.W.  
Room P 300  
Washington, D.C. 20526  
Telephone: (202) 254-3513  
Attn: Mr. Joseph Radford  
Director of Contracts

Pennsylvania Avenue Development  
Corporation  
425 - 13th Street, N.W.  
Washington, D.C. 20004  
Telephone: (202) 523-3726  
Attn: Mr. Reginald Robinson

U.S. Government Printing Office  
North Capitol and H Streets, N.W.  
Room A 332  
Washington, D.C. 20401  
Telephone: (202) 275-2470  
Attn: Mr. Robert Armentrout,  
Chief, General Procurement

Mr. Harris Coleman  
(202) 492-4665

Mr. James Bacon  
Ms. Barbara Hicks  
(202) 523-3726

Mr. Thomas R. Cullin  
Asst. Public Printer  
(Procurement)  
(202) 275-9054

Mr. Tom Hughes  
Director  
Materials Management  
Service  
(202) 275-2701

Ms. Pat Havey  
Manager  
Print Processing Department  
(202) 275-2265

U.S. Postal Service  
475 L'Enfant Plaza West, S.W.  
Washington, D.C. 20060  
Telephone: (202) 268-4633  
Attn: Mr. Peter Evanko  
Small Business Liaison

Railroad Retirement Board  
425 - 13th Street, N.W.  
Washington, D.C. 20004  
Telephone: (202) 724-0121  
Attn: Mr. John C. Ficerai  
Director, OSDBU

Small Business Administration  
Office of Women's Business  
Ownership  
1441 L Street, N.W.  
Room 414  
Washington, D.C. 20416  
Telephone: (202) 653-8000  
Attn: Ms. Carolyn Doppelt Gray  
Director

Smithsonian Institution  
955 L'Enfant Plaza, S.W.  
Suite 3120  
Washington, D.C. 20024  
Telephone: (202) 287-3343  
Attn: Mr. Robert P. Perkins  
Director, Office of Supply  
Services

Tennessee Valley Authority  
1000 Commerce Union Bank Bldg.  
Chattanooga, Tennessee 37401  
Telephone: (615) 751-2624  
Attn: Mr. Frank E. Alford  
Director, OSDBU

Veterans Administration  
811 Vermont Ave., N.W.  
Room 310  
Washington, D.C. 20420  
Telephone: (202) 376-6996  
Attn: Mr. Leonel Miranda  
Director, OSDBU

(Call only on Monday,  
Tuesday and Wednesday)

Ms. Rosemary T. Mullany  
(202) 653-6074

Mr. Robert Lewin  
(202) 287-3343

Ms. Nan Scott  
Enterprise Development  
1 B 37 Old City Hall  
Knoxville, Tennessee 37902  
(615) 632-6030

Ms. Teresa Newsuan  
(202) 389-3330

## **Section C**

- **Subcontracting Opportunities**





## **Possible Prime Contractors Offering Subcontracting Opportunities**

Planning Research Corporation  
Room 6W3  
1500 Planning Research Drive  
McLean, Virginia 22102  
Attention: Ms. Phyllis Weaver  
(202) 556-1383

Price Waterhouse  
1801 K Street, N.W.  
Washington, D.C. 20006  
Attention: Ms. Nancy Williamson  
(202) 524-1188

Wang Laboratories  
One Industrial Avenue  
Lowell, Massachusetts 01851  
Attention: Mr. Joe Narbut  
(617) 459-5000

Donald Morrisette  
Interstate Van Lines Inc.  
5801 Rolling Road  
Springfield, Va. 22152  
(703) 569-2121

Mr. John Bartko  
District Moving and Storage, Inc.  
3850 Penn Belt Place  
Forestville, Md. 20028  
(301) 420-3300

Mr. Dave Dutton  
Victory Van Corporation  
950 South Pickett Street  
Alexandria, Virginia 22304  
(703) 751-5200

John A. Waters  
Colonial Storage Co.  
6025 Kansas Ave., N.W.  
Washington, D.C., 20011  
(202) 291-7900

## **Subcontracting Opportunities Available**

Standard Supplies; ADP  
professional services

Administrative support, in-  
cluding graphic services, audio-  
visual services, printing/re-  
production services; ADP sup-  
port; training methods support

Electrical parts

Boxes, crates, and other packing  
material

Boxes, crates, and other packing  
material

Boxes, crates, and other packing  
materials

Boxes, crates, and other  
packing materials

Darwin Dobson  
Graebel Potomac Movers, Inc.  
9401-V Fullerton Rd.  
Springfield, Va. 22153  
(703) 451-8415

Mr. Frederick Paxton  
Paxton Van Lines, Inc.  
5300 Port Royal Road  
Springfield, Virginia 22151  
(703) 321-7600

Roland Kates  
Guardian Storage Inc.  
Box 264  
Waldorf, Md. 20601  
(301) 843-6606

ITT Defense Communications  
Division  
492 River Rd.  
Nutley, New Jersey 07110  
Attention: Mr. Hugh Merritt  
(201) 284-2393

Mr. Jerry John  
BDM  
Management Services Company  
7915 Jones Branch Drive  
McLean, Virginia 22102  
(703) 848-7863

ITT Transmission & Macky Divisions  
ITT Telecommunications Corp.  
P.O. Box 58649  
Raleigh, N.C. 27658  
Attn: Mr. James Laurent  
(919) 872-9103

Rockwell International Group  
High Frequency Communications  
Division  
3200 East Renner Road  
Richardson, TX 75081  
Attn: Floyd Miller  
(214) 705-1247

Boxes, crates, and  
other packing materials

Boxes, crates, and other packing  
materials

Boxes, crates, and other packing  
packing

ADP hardware; electronic  
components, cabinets, and  
ducting

Various subcontract  
opportunities

Integrated circuit chips,  
resistors, capacitors and  
other components

Various subcontract  
opportunities

## **Section D**

### **Some Contacts for Trade and Investment-Related Issues**



## Some Contacts for Trade and Investment-Related Issues

### Department of State

Commercial Affairs	—John J. St. John	(202) 647-7594
Investment Affairs	—Clark N. Ellis	647-1128
Development Finance	—Gerald Lamperty	647-9421
East-West Trade	—Dave Wilson	647-1421
Trade Policy	—Ann L. Hollick	647-9458

Information about specific countries available from Department country desk officers. Telephone numbers obtained from rear of Department telephone book or from U.S. Government operator, (202) 655-4000.

### Department of Commerce

Deputy Assistant Secretary for Services	—R. David Luft	(202) 377-5261
Country Marketing:		
Western Europe	—Peter Hale	377-5341
Eastern Europe and Soviet Affairs	—Suzanne Lotarski	377-1104
Africa	—Peter Cashman	377-2175
Near East	—Albert Planagan	377-4441
South Asia	—Jim Johnston	377-2954
Mexico and Carib- bean Basin	—William H. Cavitt	377-5327
South America	—Peter B. Field	377-2436
Peoples' Republic of China and Hong Kong	—Chris Lucyk, Actg.	377-3583
Japan	—Maureen Smith	377-4527
Investment Policy	—Jeffrey W. Lins	377-2568
Publications	—Thomas Weatherspoon	377-5487
Foreign Commercial Service	—Harrison Sherwood	377-8300
Export Licensing Information*		377-4811

### Agency for International Development

Business Relations	—Joe Bennett	(703) 235-1720
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### Overseas Private Investment Corporation

—John Moore	(202) 653-2920
-------------	----------------

### Export-Import Bank

—Art Obester	(202) 566-8812
--------------	----------------

### U.S. Trade Representative

—Phyllis Bonanno	(202) 395-6120
------------------	----------------

\*For exporting licensing information on munitions, or technology "uniquely" designed for military application, contact Department of State, Munitions Control (703) 235-9773 (Joseph Smaldone) or 235-9764 (Allan E. Suchinsky).







UNIVERSITY OF FLORIDA



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FLARE